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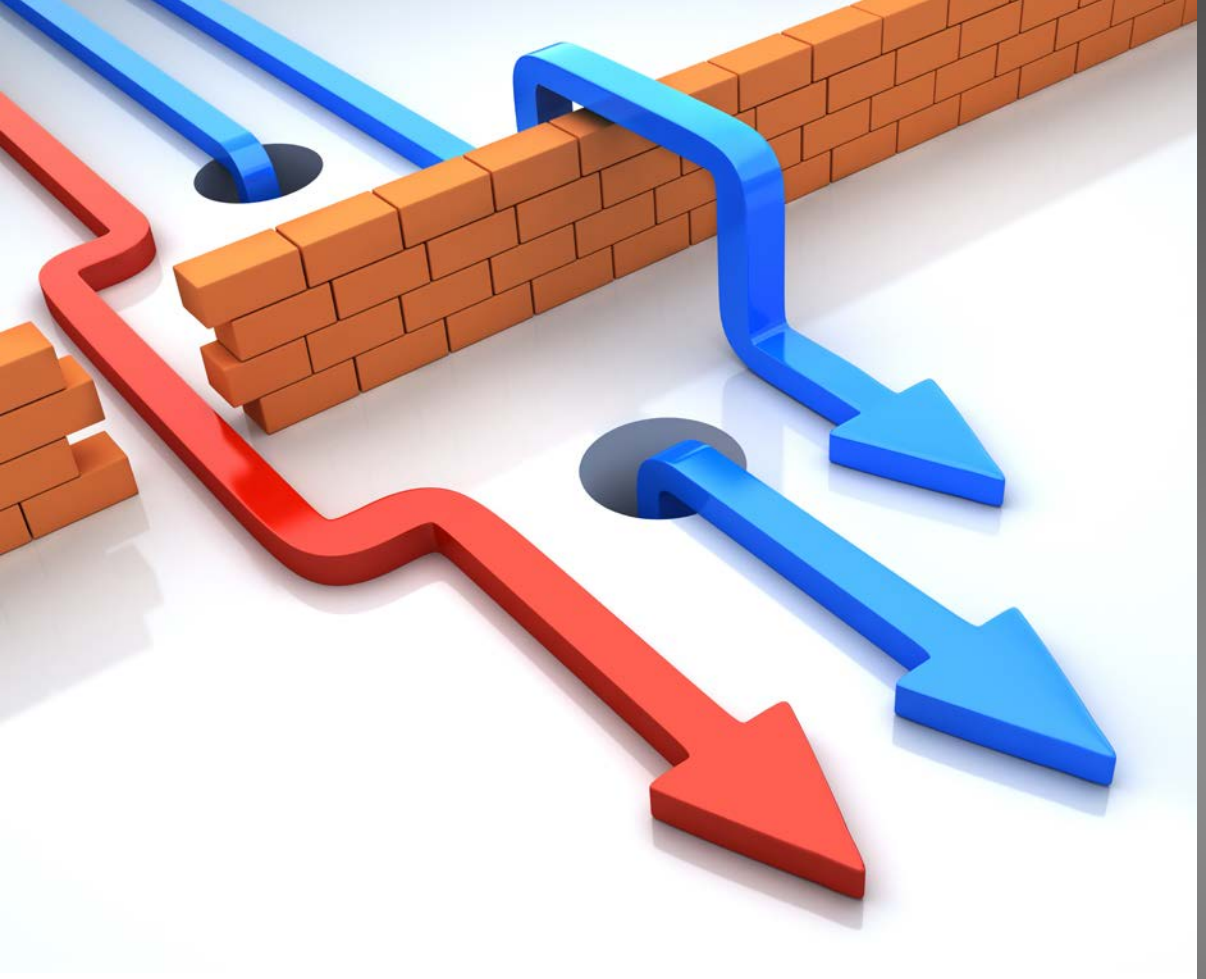
OVERCOMING OBSTACLES: IT STARTS WITH YOU

MN Bar Call to Action| February 2019



OVERCOMING OBSTACLE #1

CREATE A COMPELLING VISION

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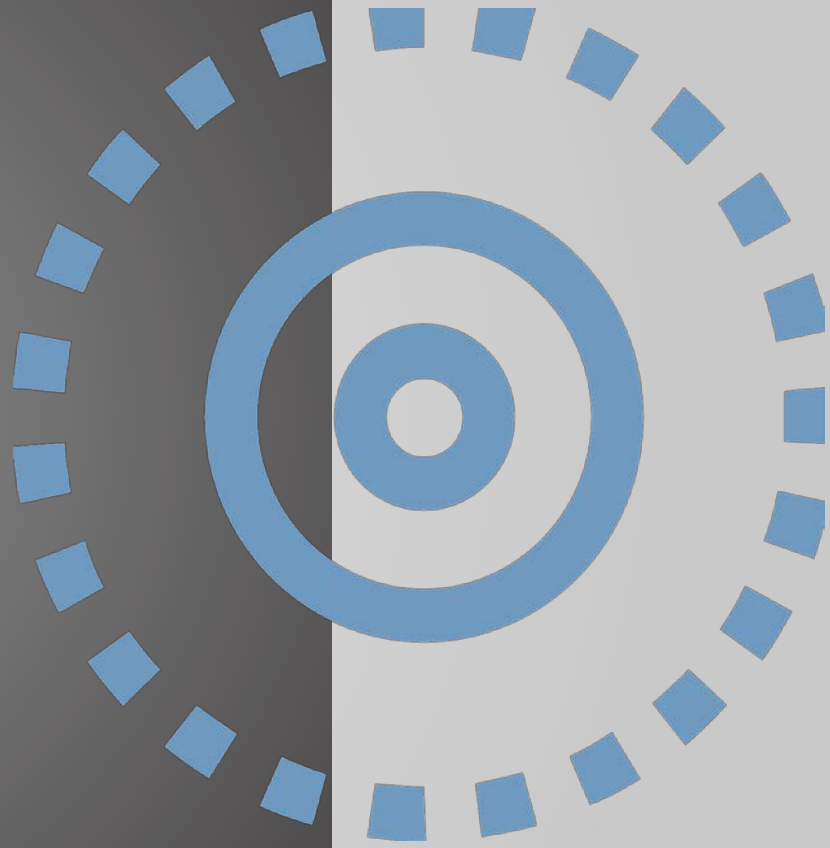
If we cannot envision
a better world,
we cannot create one.

~ Alex Grey



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YOUR VISION OF A THRIVING ORGANIZATION?

Vision, Goals, Values, & Metrics

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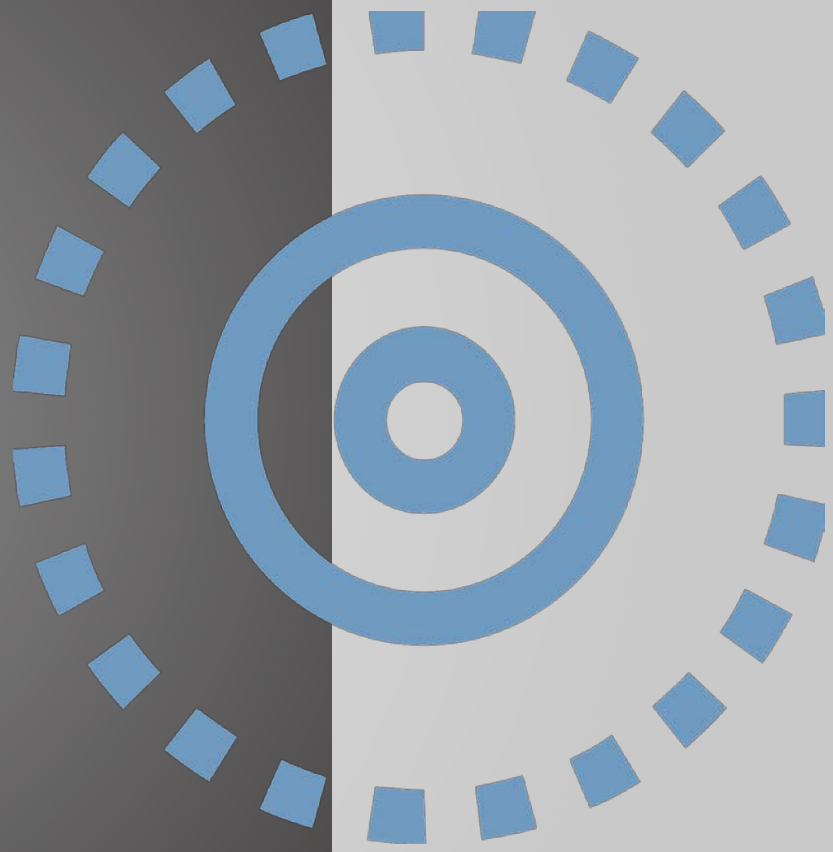
IT'S A MIRACLE

Suppose that when you're asleep tonight, a miracle happens: Your organization and all of its members are thriving. How would you notice tomorrow morning that the problem has been solved? What would be different?



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POSITIVE DEVIANCE

	NEGATIVE DEVIANCE	NORMAL	POSITIVE DEVIANCE
INDIVIDUAL			
Psychological	Sick	Healthy	Vitality
Physical	Sick	Healthy	Thriving
ORGANIZATIONAL			
Economics	Unprofitable	Profitable	Generous
Effectiveness	Ineffective	Effective	Excellent
Efficiency	Inefficient	Efficient	Extraordinary
Quality	Error-Prone	Reliable	Perfect
Ethics	Unethical	Ethical	Benevolent
Relationships	Harmful	Helpful	High Quality
Adaption	Rigid	Coping	Resilient

(Cameron, 2003)

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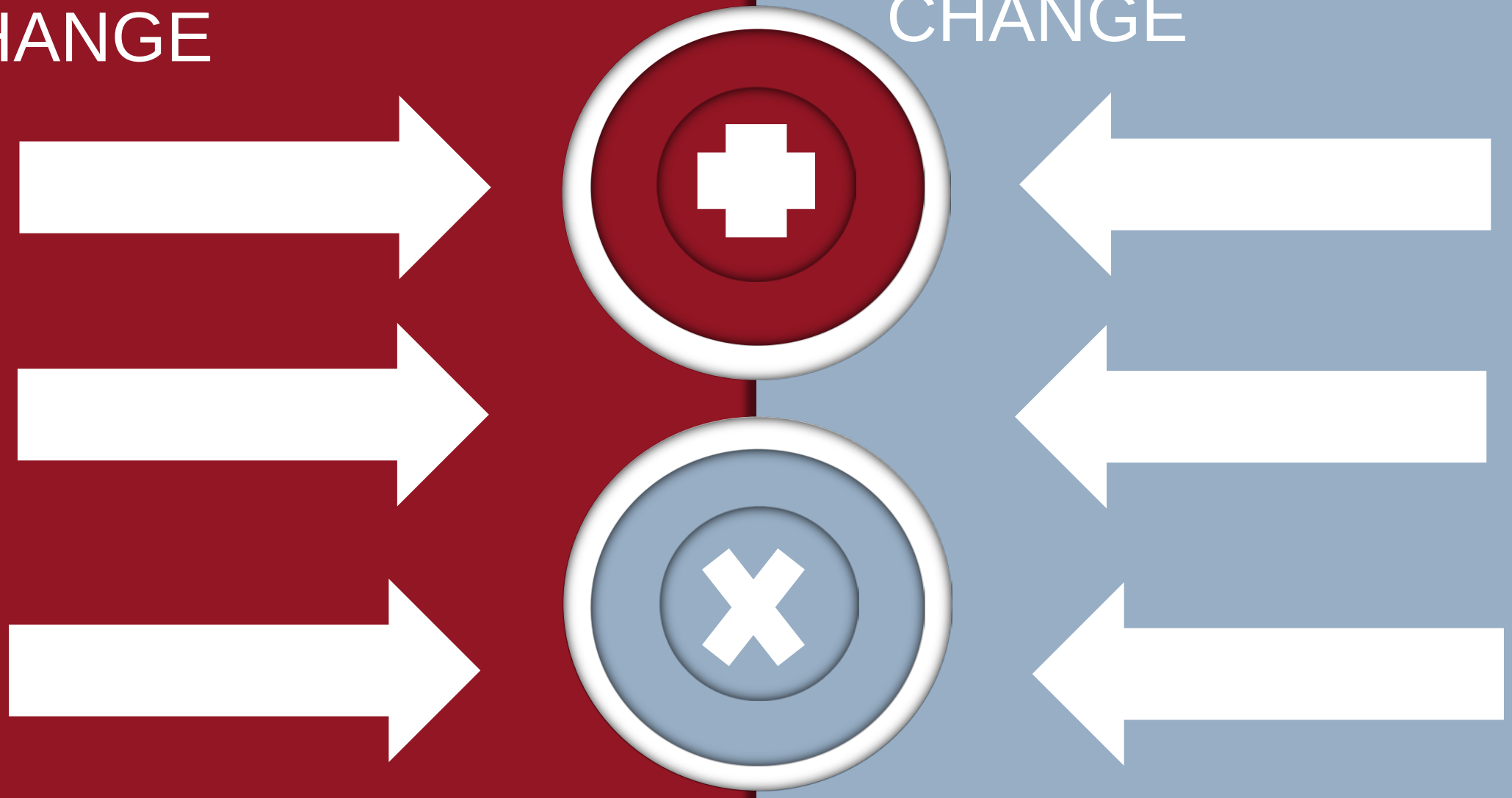
FORCES FAVORING CHANGE

FORCES OPPOSING CHANGE



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ALIGNING CULTURE WITH YOUR VISION

"On The Folly of Rewarding A, While Hoping For B"

We Hope For:	But We Often Reward
Long-Term Growth	Short-Term Profitability
Team Work	Individual Effort
Commitment to Quality	Billable Hours, Speed, Efficiency
Candor, Surfacing Bad News	Being Agreeable, Not Rocking Boat
Lawyer Well-Being	Unhealthy Work Behaviors

(Kerr, 1995)

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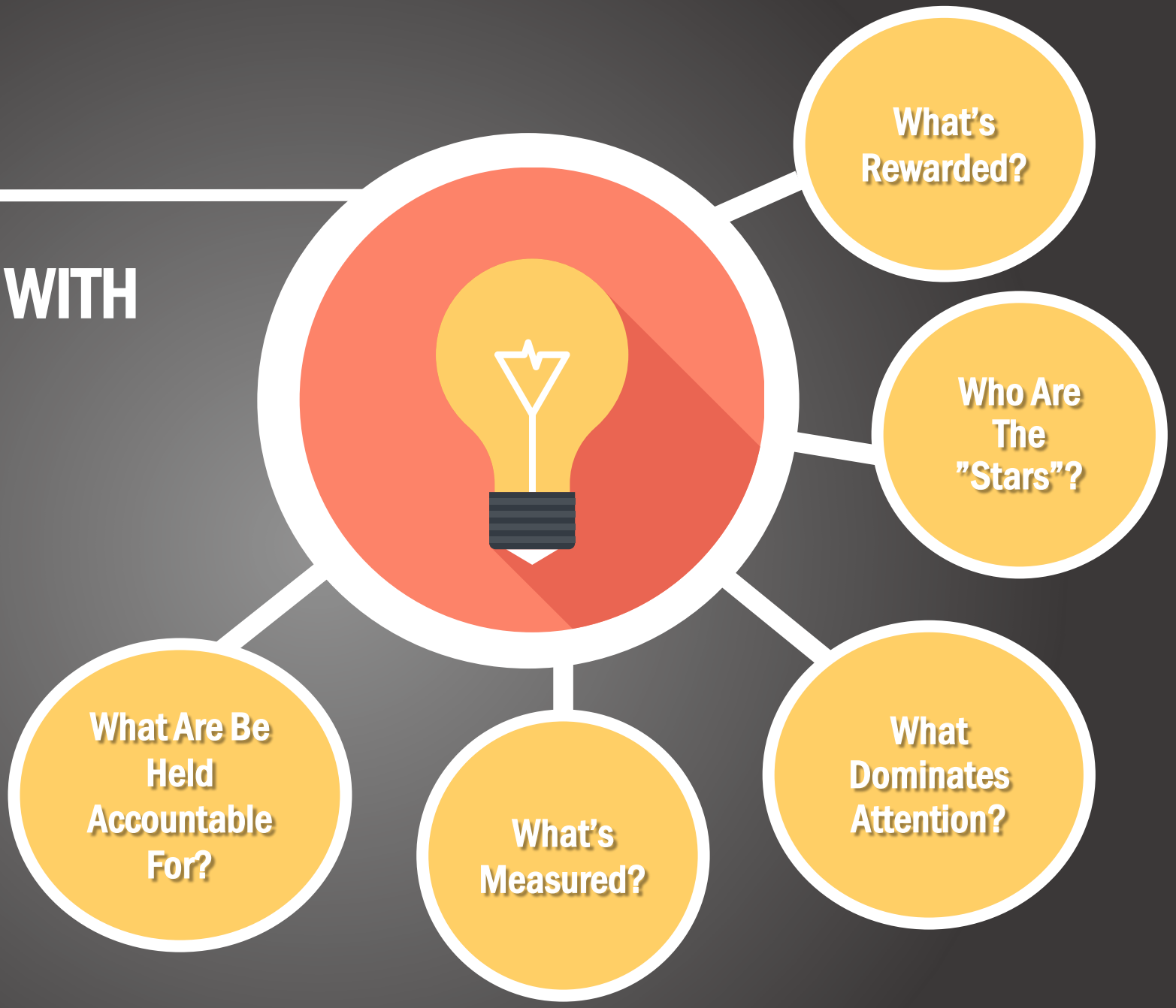
ALIGNING CULTURE WITH YOUR VISION



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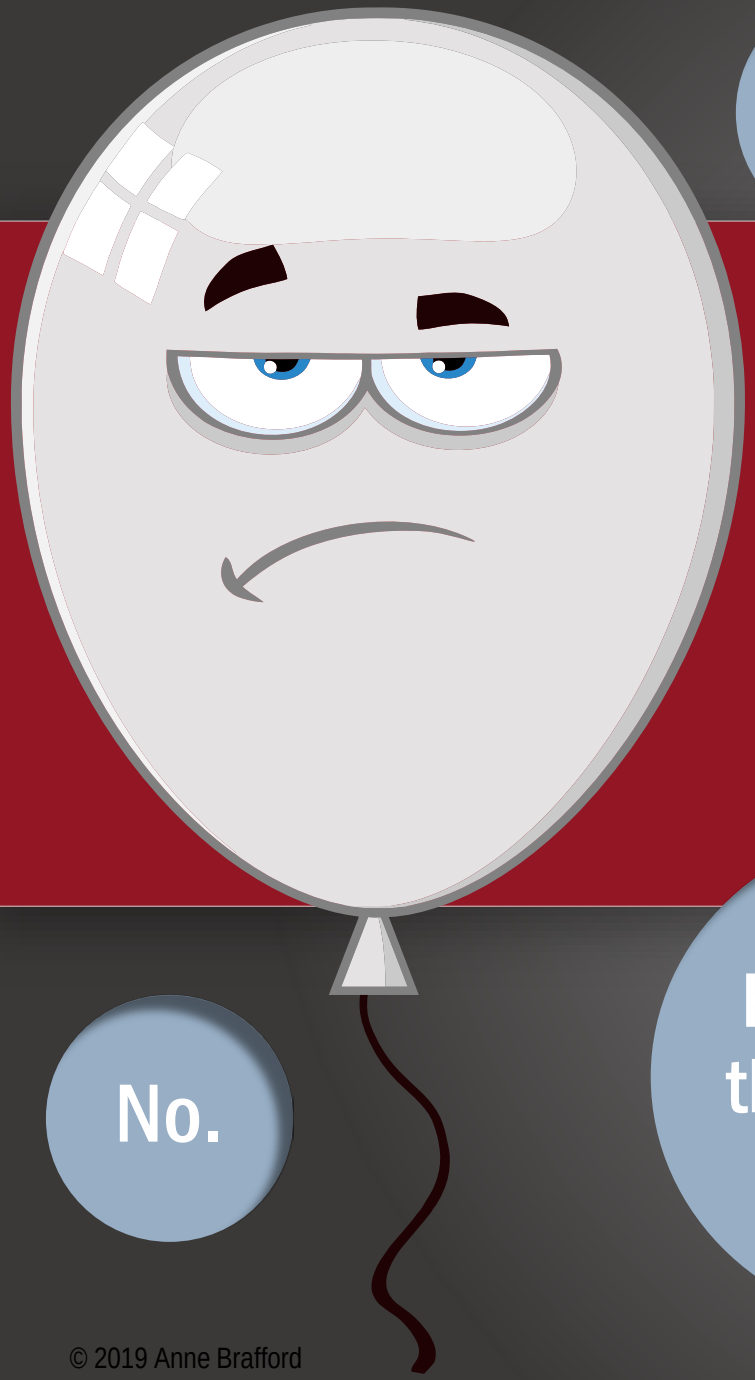

THE SKEPTIC

A Pervasive Saboteur

No.

That's impossible.

That's dumb.

No.

What if others think my question is dumb?

This is a waste of time.

Our people will never do that.

No.

Here are 13 things wrong with that.

No.

That'll never work.

Eye-Roll

You can't understand.

No.

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Shirzad Chamine (2012), *Positive Intelligence*

THE MULTIPLIER

A Skillful Optimist

Yes.

That's possible.

That's interesting.

Yes.

I know my contribution is valued.

This is worthwhile.

We could make a good case for that.

Yes.

Here's what I like about that.

Yes.

How can we make that work?

Smile

Help me understand.

Yes.

Liz Wiseman, *Multipliers*

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ENTICE OTHERS; COERCION BACKFIRES IN THE LONG-RUN

I'm doing this because …	Controlled Extrinsic Motivation		Autonomous Extrinsic Motivation	Autonomous Intrinsic Motivation
	External I feel coerced	Introjected I feel guilty	Identified & Integrated I value this (even if I don't really enjoy it)	Intrinsic I enjoy doing it
	▪ Fear ▪ Directives ▪ Guilt ▪ Shame ▪ Ego-enhancement ▪ Self-aggrandizement ▪ Social pressures ▪ Approval-seeking ▪ Protecting self-worth		▪ Personally important ▪ Valued ▪ Part of who I am	▪ Inspired ▪ Joy ▪ Fun ▪ Engaged

Low-Quality Motivation ▶ ▶ ▶ **High-Quality Motivation**

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ENTICE OTHERS; COERCION BACKFIRES IN THE LONG-RUN

I'm doing this because …

Obligation, Commitment, Inspiration

- ❑ I feel obligated to be supportive of well-being in the firm.
- ❑ I feel a sense of commitment to advocating for well-being in the firm.
- ❑ I feel inspired to lead a well-being transformation in the firm.

Low-Quality Motivation ▶ ▶ ▶ **High-Quality Motivation**

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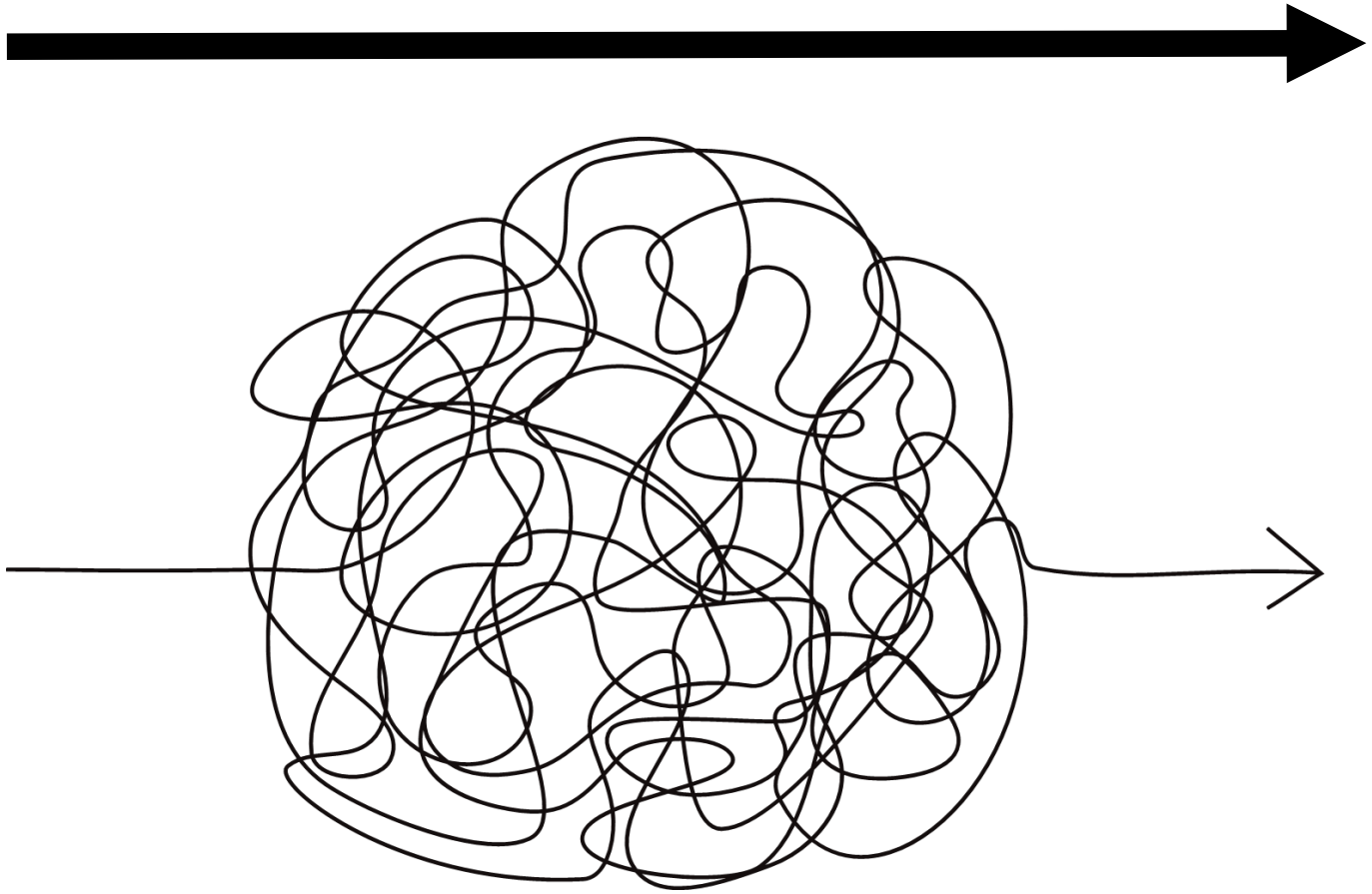
What We Want Success To Look Like

What Success Actually Looks Like



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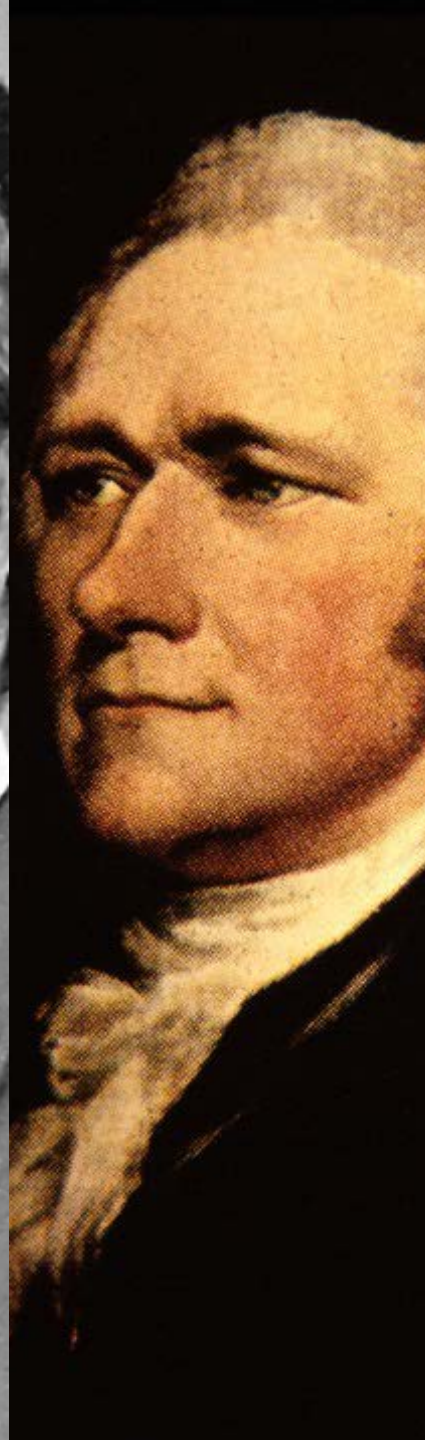

We the People

EQUAL
RIGHTS
FOR ALL!
DE TERRACE
IMINATES
You?

YOU MUST
BE THE CHANGE
YOU WANT TO
SEE IN THE
WORLD

“Vision is the art of seeing what is invisible to others.”

— Jonathan Swift, Satirist & Poet

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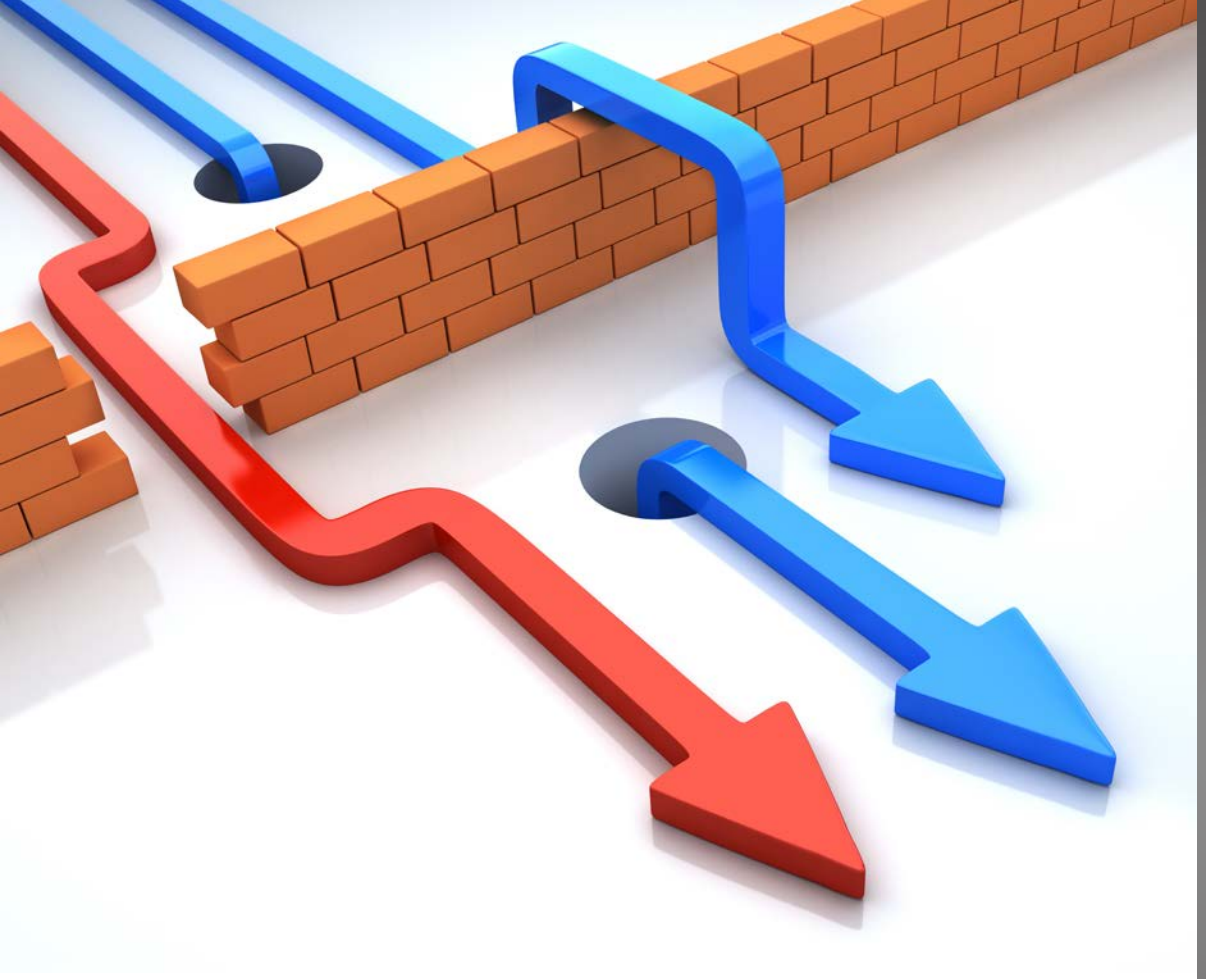

OVERCOMING OBSTACLE #2

POSITIVE LEADERS AS ROLE MODELS

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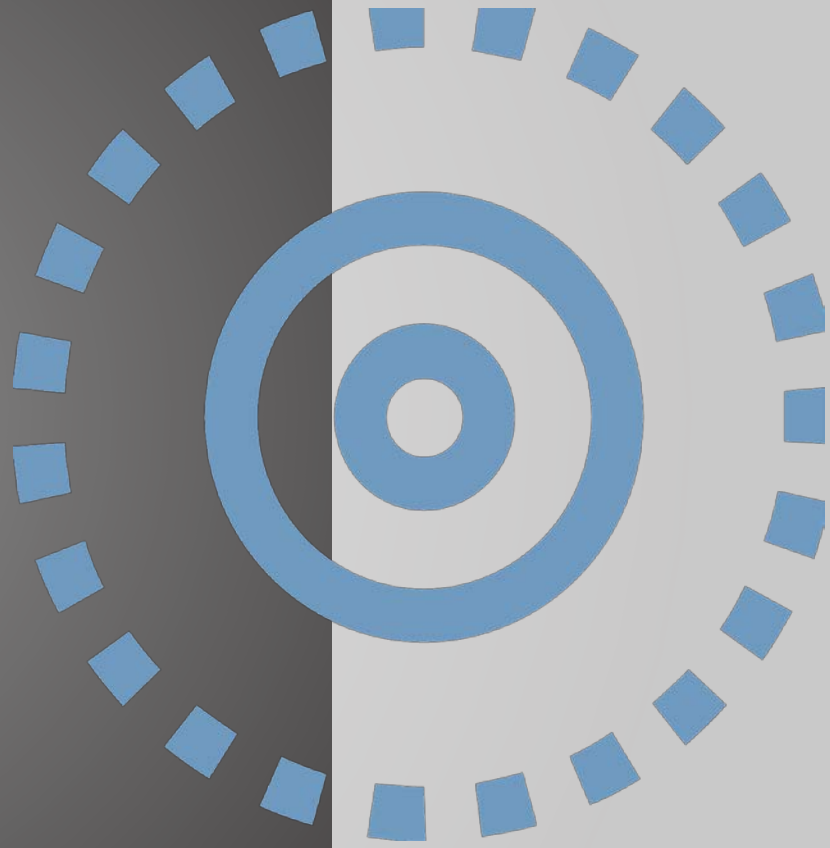
“The most important thing I learned is that soldiers watch what their leaders do. You can give them classes and lecture them forever, but it is your personal example they will follow.”

~ General Colin Powell



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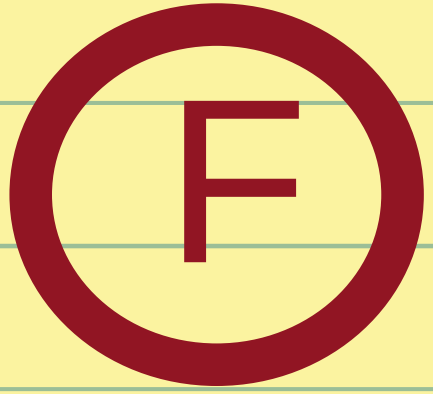
- ✓ Email at all hours of the day and night.
- ✓ Always tell people how busy you are.
- ✓ Be late to all meetings.
- ✓ Don’t thank anyone and hog credit.
- ✓ Frequently drink irresponsibly at work events.
- ✓ Have no non-work interests; don’t exercise.
- ✓ Set crazy deadlines with no input about feasibility.
- ✓ Don’t mentor anyone but complain about their work and work ethic.
- ✓ Be unorganized and unresponsive so that people have no predictability in their lives.
- ✓ Say “sleep is for sissies” or “I’ll sleep when I’m dead.”
- ✓ Reward people who display all these same behaviors.



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THE ROLE OF LEADERS

- Greater scanning & bigger emotional impact for leaders.
- People attribute leaders' conduct to entire organization.
- Impact of direct supervisor.
- Result: All-level leaders have an enormous impact (and therefore responsibility) in shaping positive work cultures.

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Act as if what you do
makes a difference.
It does.

-- William James

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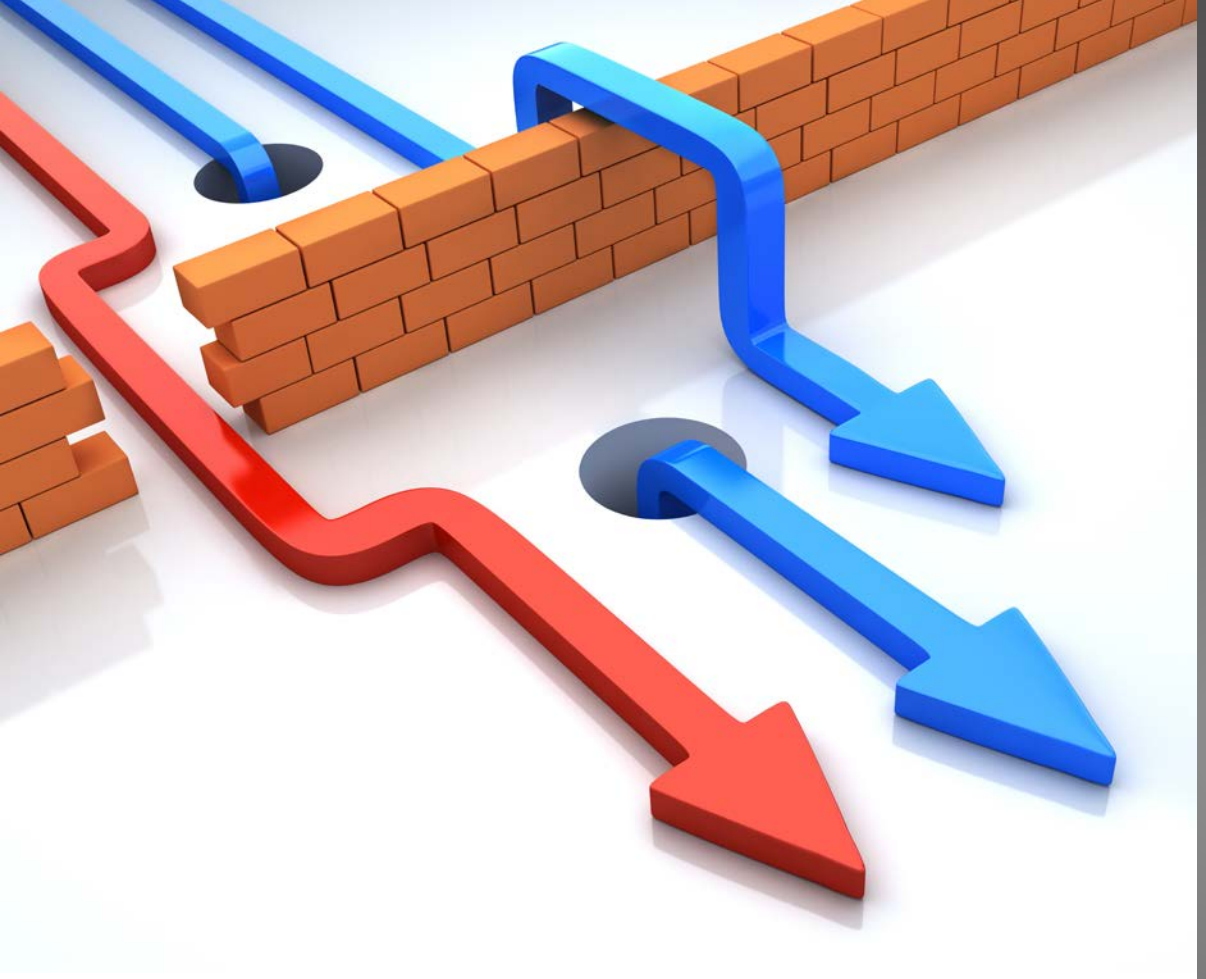

OVERCOMING OBSTACLE #3

POSITIVE LEADERS AS RELATIONSHIP-BUILDERS

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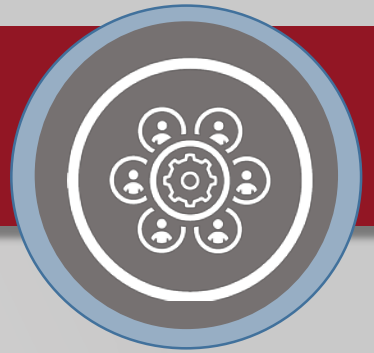
LEADERS AS RELATIONSHIP-BUILDERS

High-quality relationships between leaders and followers contribute to the best individual & organizational outcomes.

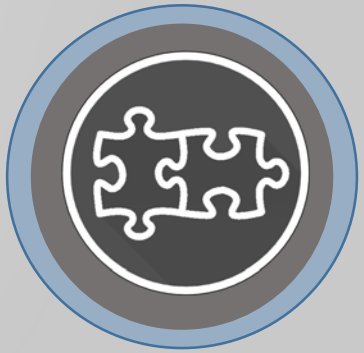
- Well-Being
- Performance

(Collins, Burrus, & Meyer, 2014 ; Gerstner & Day, 1997; Graves & Luciano, 2013)



Mutual Trust

Mutual Respect



Mutual Obligation

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Continuously Scanning Sociometer:

- “DO I MATTER?”
- “DOES MY WORK MATTER?”
- Bad is stronger than good.

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Threats To High-Quality Relationships

POW
ER

Power Causes Brain Damage.
– The Atlantic

Perspective-Taking

Cooperation

Self-Disclosure

Sense of Connection

Intrinsically Valued

EMPAT
HY

(Conlon, 2012; Lammers et al., 2012; Galinsky et al., 2003; Gruenfeld et al., 2008; Earl et al., 1983; Lee & Tiedens, 2001)

Threats To High-Quality Relationships

What Happens When The Good Samaritan Feels Rushed?

(Darley & Batson, 1973; Grant, 2012)

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Threats To High-Quality Relationships

BAD LEADER BEHAVIOR

- ✓ Playing Favorites
- ✓ Criticizing Unfairly
- ✓ Failing to Provide Information
- ✓ Not Listening to Problems
- ✓ Failing to Explain Goals
- ✓ No Praise for Good Work
- ✓ Not Assisting with Development
- ✓ Not Showing They Cared

CONSEQUENCES FOR FOLLOWERS

- ✓ Depression
- ✓ Anxiety
- ✓ Emotional Exhaustion & Burnout
- ✓ Illness, Absenteeism, Lost Productivity
- ✓ Kills Job Performance & Satisfaction
- ✓ Increases Turnover
- ✓ Raises Blood Pressure, Risk of Heart Disease, & Death

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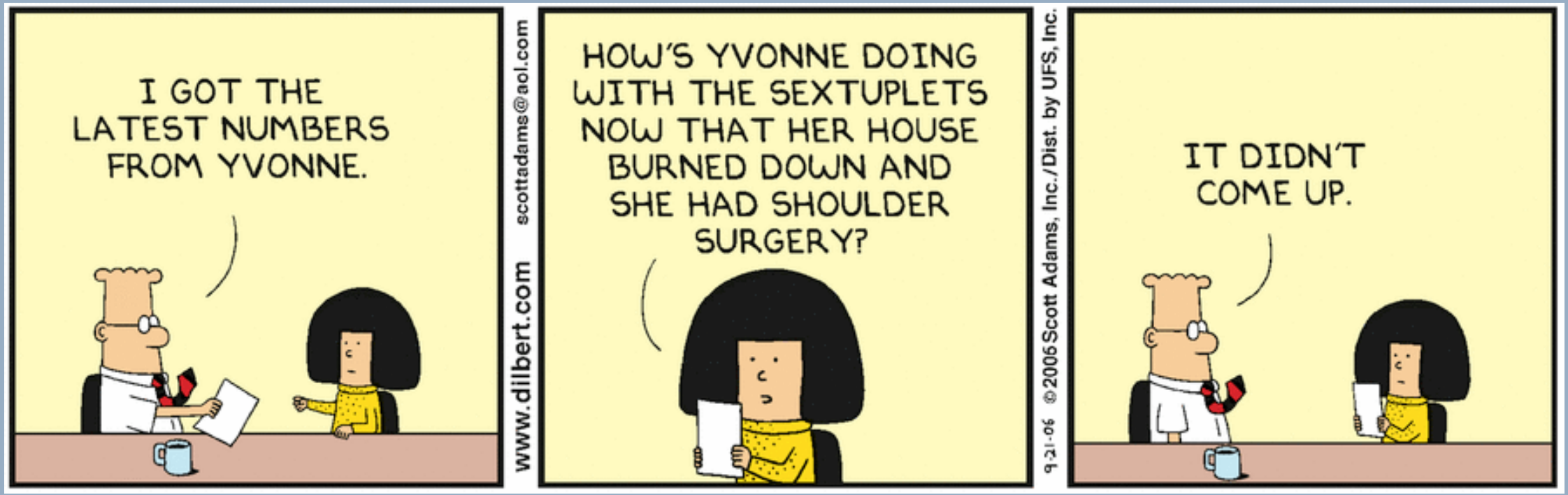
“Toxic Leadership”



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Think of People Who Make You Feel:

- ✓ Bad About Yourself
- ✓ Invisible
- ✓ Dumb
- ✓ Self-Conscious
- ✓ Unimportant
- ✓ Expendable
- ✓ Defensive

VS.

- ✓ Energized
- ✓ Valued
- ✓ Smart
- ✓ Confident
- ✓ Important
- ✓ Needed
- ✓ Safe, At Ease

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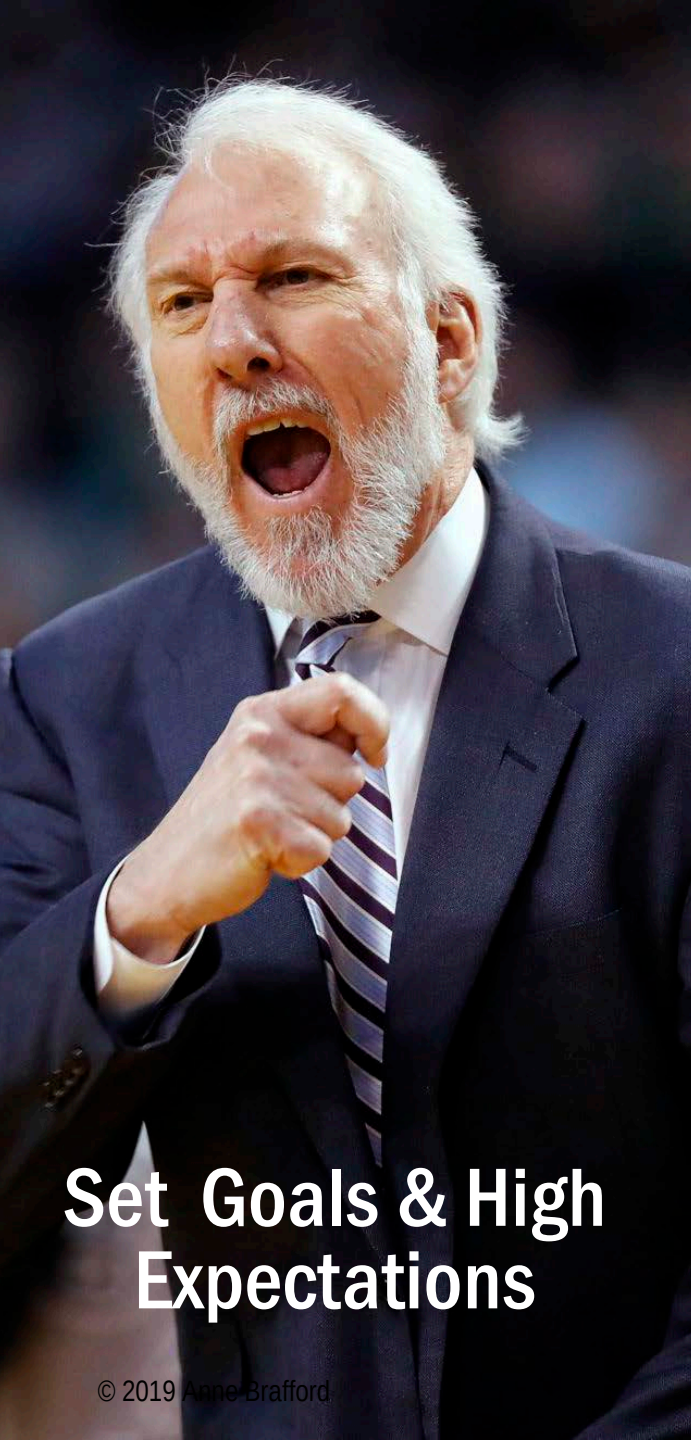

Set Goals & High Expectations

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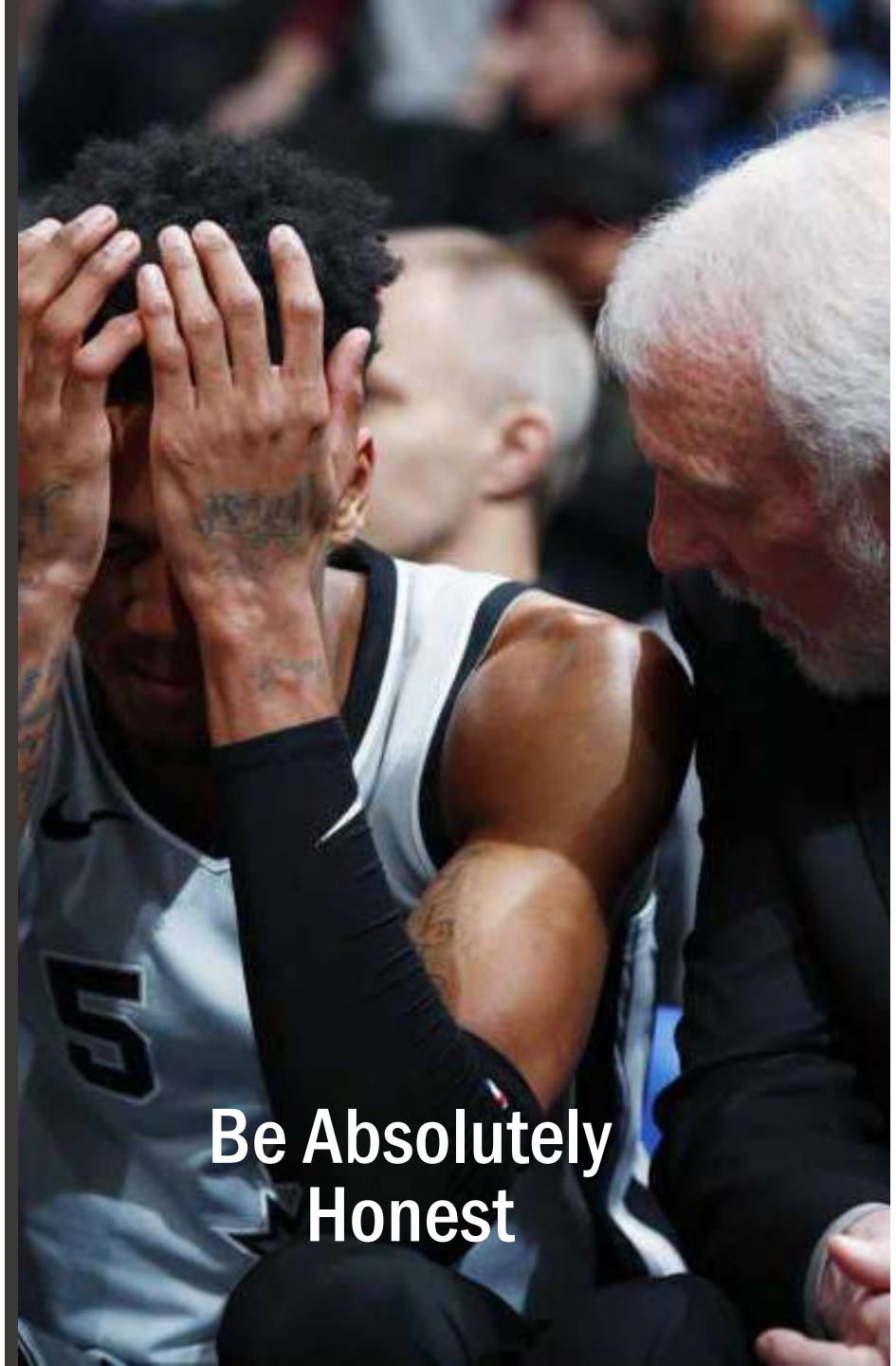

Be Absolutely Honest

"Hug 'Em & Hold 'Em"

"Relationships with people are what it's all about. You have to make players realize you care about them. And they have to care about each other and be interested in each other. Then they start to feel a responsibility toward each other. Then they want to do for each other."

“Treat people as if they were what they ought to be, and you help them become what they are capable of being.”

--Johann Wolfgang von Goethe

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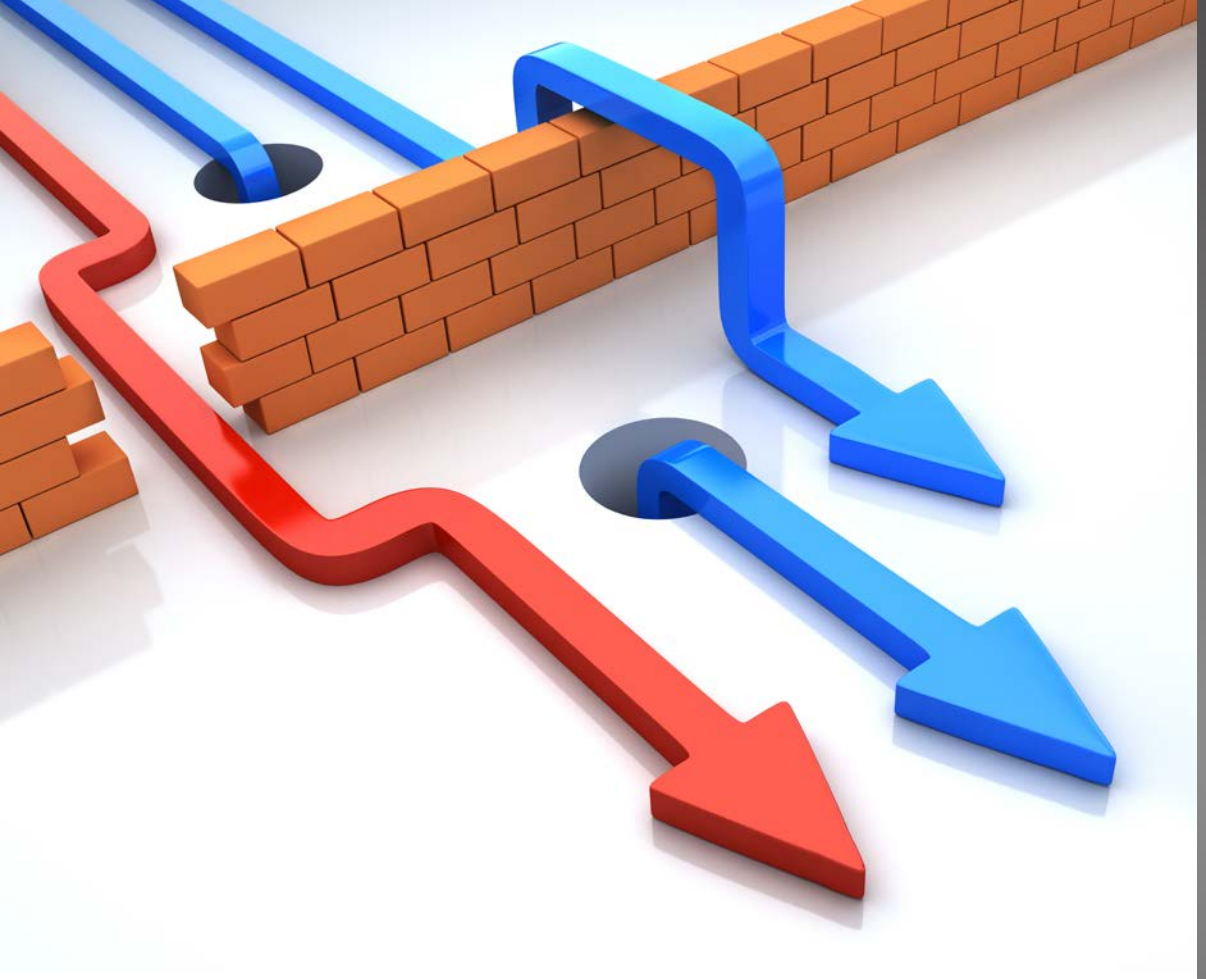

OVERCOMING OBSTACLE #4

POSITIVE LEADERS AS ORGANIZATIONAL CHANGE AGENTS

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In burnout studies, individual characteristics (personality, etc.) have been more predictive of burnout than organizational/context factors.

True

False

6 Key Areas of Worklife "Fit"

1. Workload
2. Control
3. Reward
4. Community
5. Fairness
6. Values

(Brafford, 2017; Brom et al., 2015; Maslach et al., 2001))

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A lack of workplace belonging is a significant contributor to depressive symptoms?

True

False

(Cockshaw et al., 2013)

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In a 2012 study of lawyers, the biggest predictor of burnout was:

a. Work-Life Conflict

b. Demanding Clients

c. Total Number of Hours Worked

d. Incivility at Work

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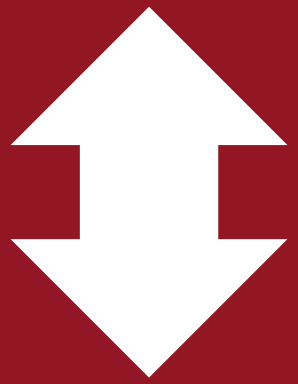
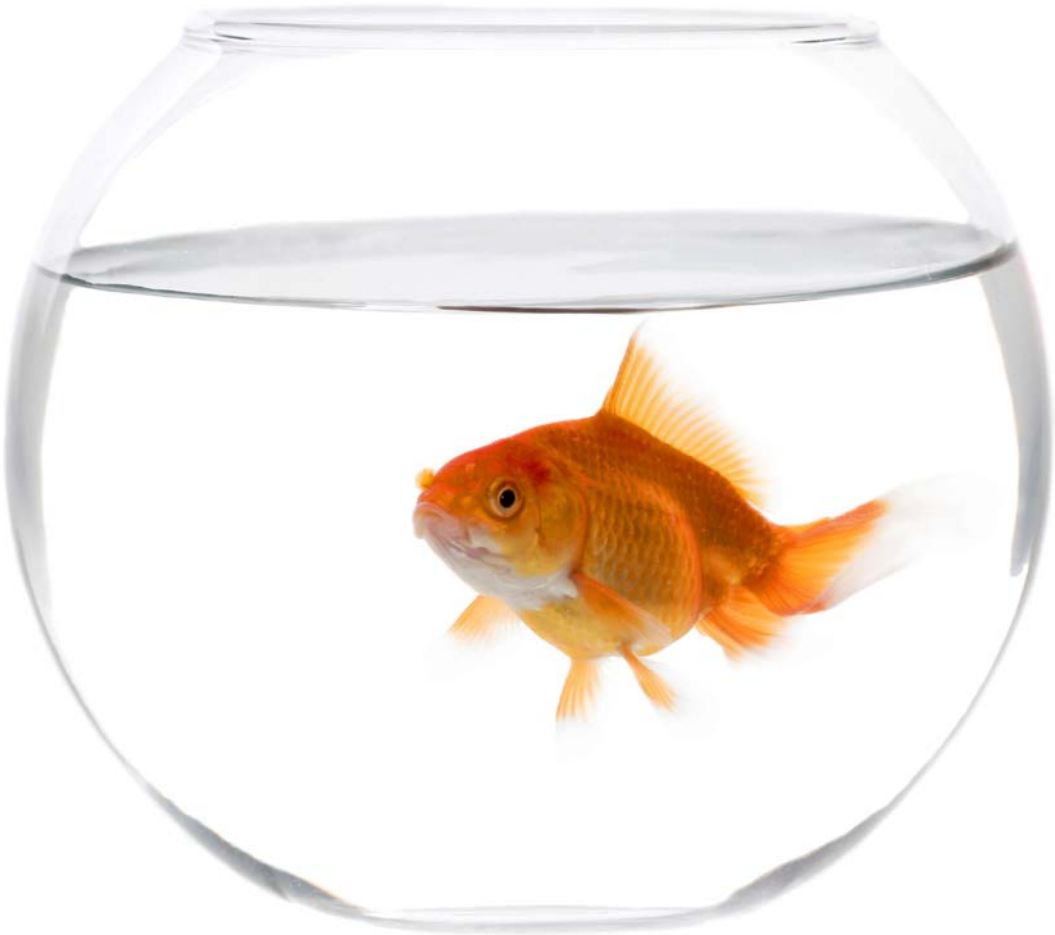
CONTEXT



INDIVIDUAL



“If you pit a good performer against a bad system, the system will win almost every time.”

(Rummler & Brache, 1995, p. 13).

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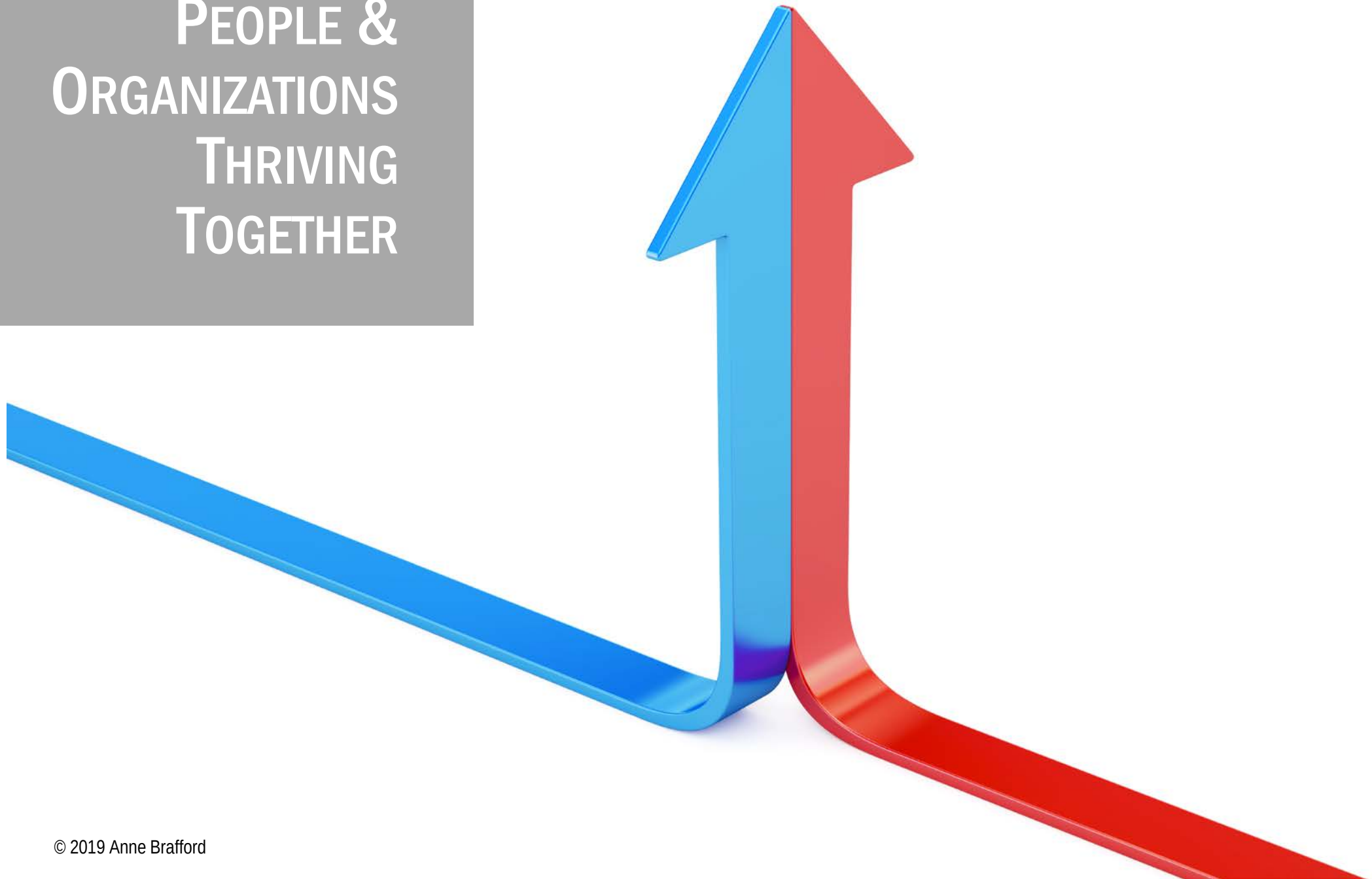
People & Organizations Thriving Together



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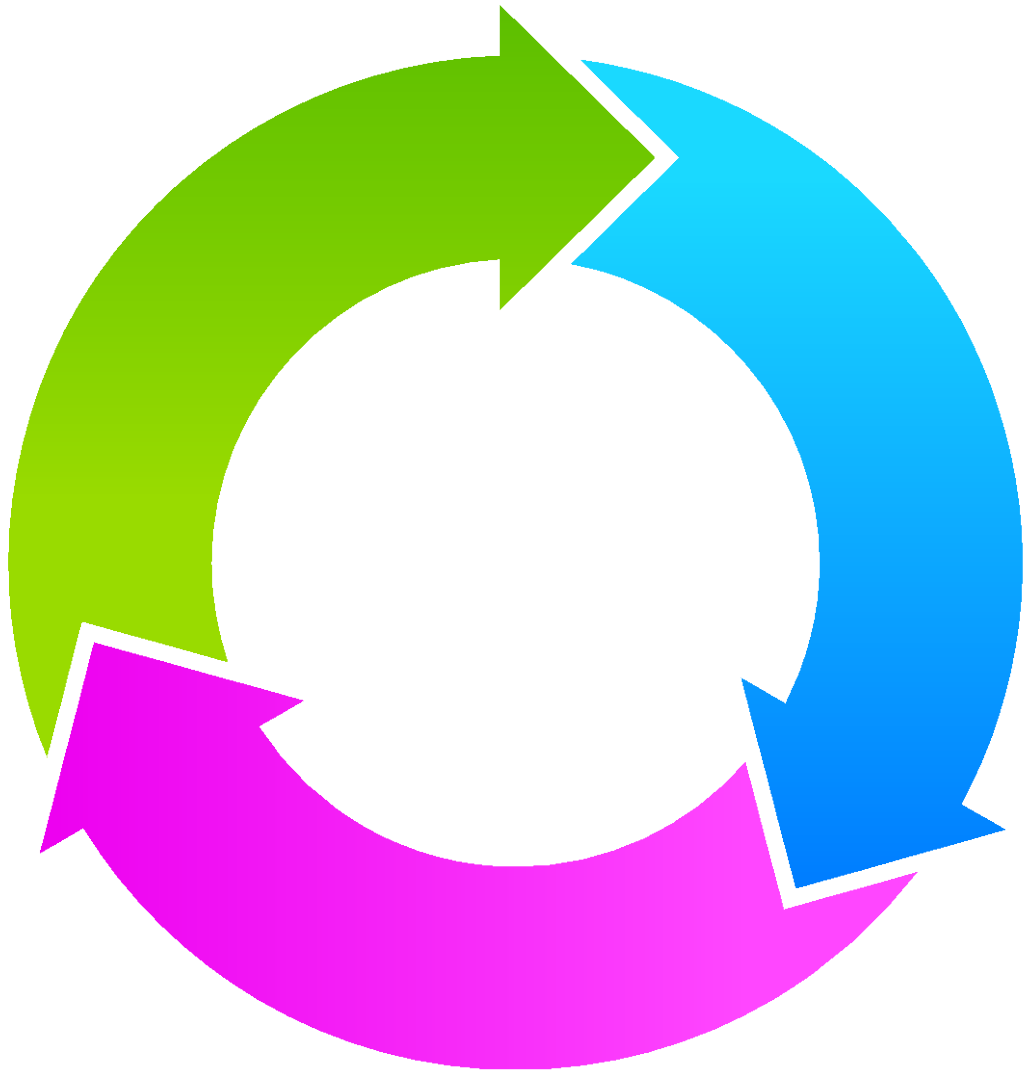

ORGANIZATIONAL

- Individual
- Team
- Organization

INTSTIUTIONAL

- Law Firms
- Corporate Counsel/Clients
- Courts

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“Be careful the environment you choose, for it will shape you; be careful the friends you choose, for you will be like them.”

— W. Clement Stone, Entrepreneur & Author

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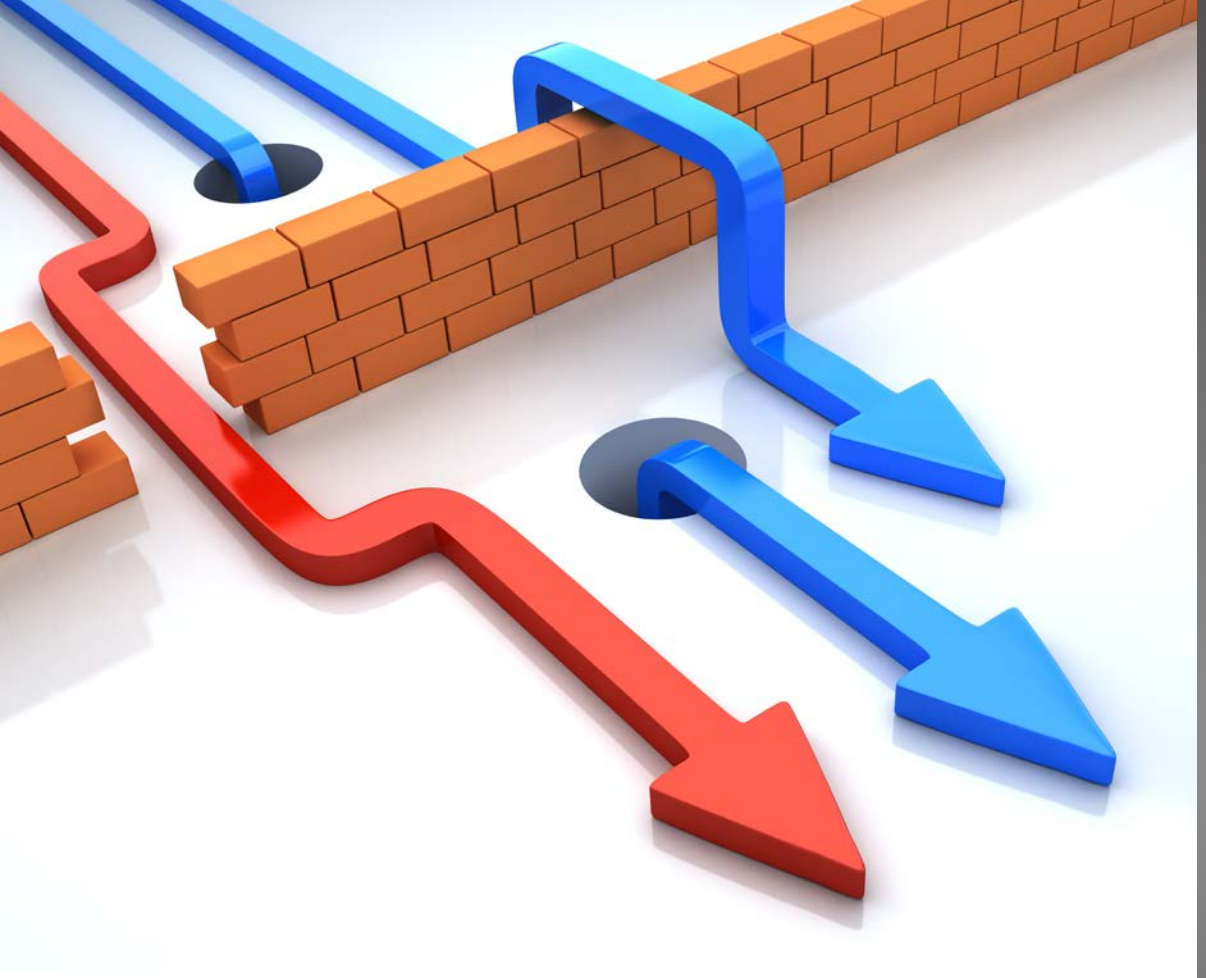

OVERCOMING OBSTACLE #5

POSITIVE LEADERS AS MEANING-MAKERS

"Work gives you meaning and purpose and life is empty without it."

--Stephen Hawking

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MEANINGFUL WORK

- Helping Others or Greater Good*
- Self-Work Fit
- Personal Growth

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ARE YOU STRIKING THE RIGHT BALANCE?

PEOPLE

PROFIT | POWER | PRESTIGE

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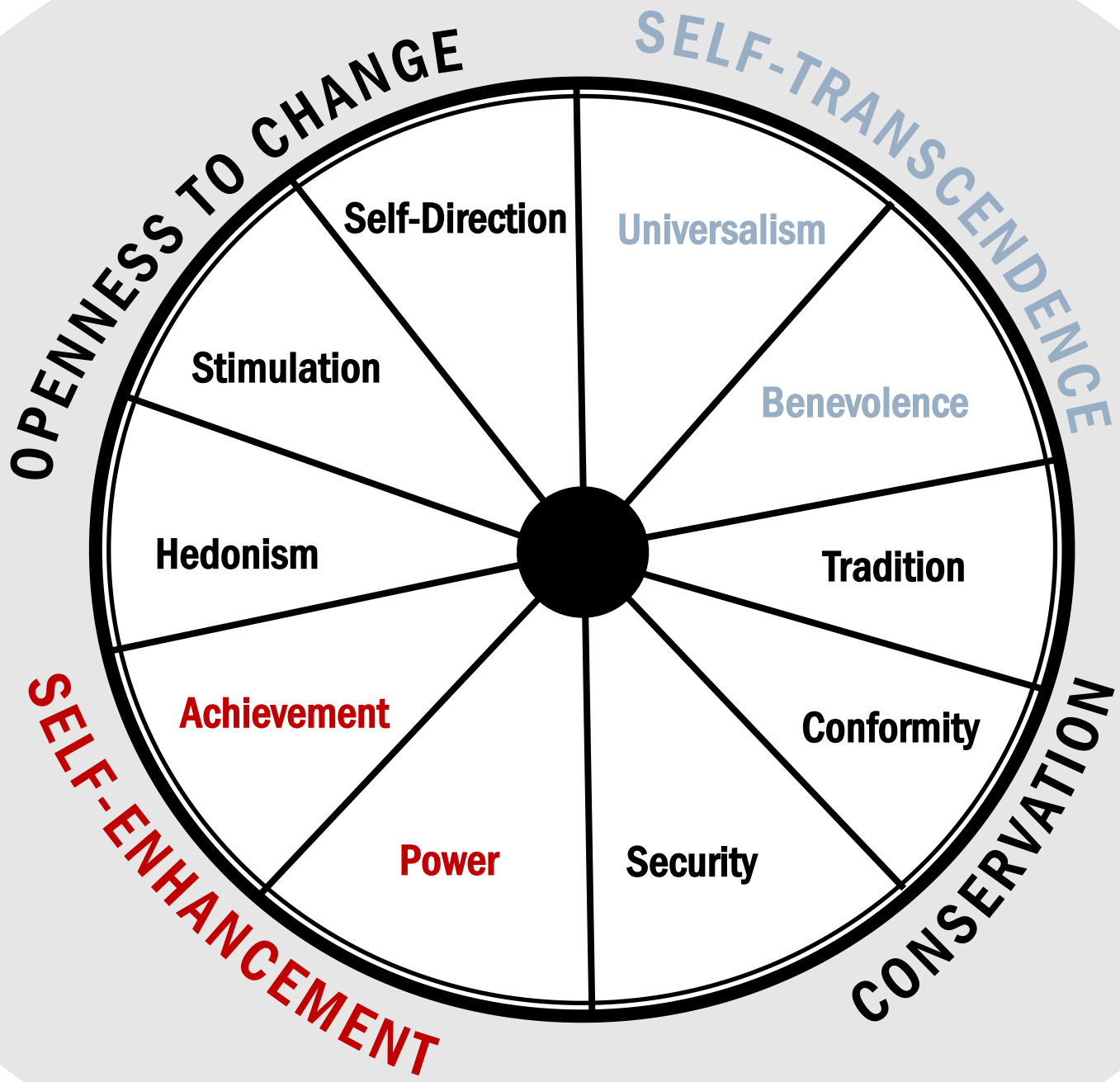
Goals & Values Circumplex



(Brafford, 2017; Kasser, 2014, 2016)

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POSITIVE IMPACT: Example Strategies

1.
Connect with beneficiaries of our work.

2.
Increase every-day kindness

3.
Leader framing & meaning-making

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(Grant, 2007, 2008, 2012; Grant et al., 2007; 2011; Grant & Dutton, 2012)

"The great use of a life is to spend it for something that outlasts it."

--William James

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"God help and forgive me, I wanna build something that's gonna outlive me."

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THANK YOU

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